



# INVESTMENT PLAN TEMPLATE

## HOUSING AND HOMELESSNESS INCENTIVE PROGRAM

September 30, 2022

Fresno County



## MCP INFORMATION

Provide the name and contact information for the MCP submitting this IP response.

<b>MCP Name</b>	Anthem Blue Cross
<b>Lead Contact Person Name and Title</b>	Kris Kuntz, Housing Manager
<b>Contact Email Address</b>	Kristopher.kuntz@anthem.com
<b>Contact Phone</b>	619-240-6581

## PART I: INVESTMENTS

<b>Investment Activity</b>	<b>Gap or Need Addressed</b>	<b>Description (2 – 3 sentences for each activity)</b>	<b>Dollar Amount or Range</b>	<b>Recipient(s) or Recipient Type(s)</b>	<b>Timeline</b>	<b>HHIP Measure(s) Impacted</b>	<b>Domain Targeted</b>
1. CoC infrastructure	The Fresno Madera CoC (FMCoC) has a unique structure in that many of the CoC activities are dispersed across several organizations. Fresno County is the collaborative applicant, however HMIS is administered by the Fresno Housing Authority and CES is administered across various homeless	Funds will support CES enhancements to engage with MCP's and incorporate CalAIM ECM and CS services within CES. Funds will also support HMIS needs for HHIP metrics including the creation of "Alerts.". Funds will also support PIT count needs and CoC strategies for addressing equity.	\$312,480	FMCoC partners	10/1/22-10/31/23	1.1, 1.2, 1.4, 2.2, 3.3, 3.4	Provider/ Partner Infrastructure

Investment Activity	Gap or Need Addressed	Description (2 – 3 sentences for each activity)	Dollar Amount or Range	Recipient(s) or Recipient Type(s)	Timeline	HHIP Measure(s) Impacted	Domain Targeted
	services organizations. With the lack of a single CoC lead agency, there is a gap to engage with MCP's on specific CoC activities such as CES and HMIS.						
2. Street Medicine Capacity Building	Currently there are limited street medicine services provided in Fresno. There are health care and non-health care organizations interested in expanding street medicine services.	Funds will support organizations to create and expand street medicine services. Funds will support infrastructure to help support the development, implementation, and enhancements street medicine services.	\$140,000	Clinica Sierra Vista, St. Agnes Hospital, Poverello House, and others.	10/1/22-10/31/23	2.1, 3.3, 3.4, 3.5	Provider/ Partner Infrastructure
4. Shared Housing Capacity Building and Training	Shared housing is a strategy that has been identified by homeless leaders in the FMCoC. Anthem has been attending a small group of FMCoC leaderships on a bi-weekly basis to	Funds will support the training and capacity building to implement shared housing strategies to FMCoC partners. Funds will go to the Shared Housing Institute, a nationally known consulting company to do an 8-	\$14,000	Shared Housing Institute	10/1/22-10/31/23	3.5, 3.6	Provider/ Partner Infrastructure

Investment Activity	Gap or Need Addressed	Description (2 – 3 sentences for each activity)	Dollar Amount or Range	Recipient(s) or Recipient Type(s)	Timeline	HHIP Measure(s) Impacted	Domain Targeted
	discuss housing strategies.	week training for FMCoC partners and specific technical assistance for FMCoC Leadership and to embed shared housing practices into the region's landlord engagement strategies.					
5. Street Outreach Services/Street Based Housing Navigation	The FMCoC as part of their CoC strategic planning session identified the need for additional street outreach workers and street-based navigation and case management. Fresno has a high-rate of unsheltered homelessness.	Funds will support expanded street outreach and housing navigation services. Anthem will work with providers to ensure there is connection between CalAIM CS Housing Navigation and Transition services and expanded outreach.	\$700,000	Local homeless service providers	10/1/22-10/31/23	1.2, 3.3, 3.4, 3.5	Provider/ Partner Infrastructure

Investment Activity	Gap or Need Addressed	Description (2 – 3 sentences for each activity)	Dollar Amount or Range	Recipient(s) or Recipient Type(s)	Timeline	HHIP Measure(s) Impacted	Domain Targeted
6. Centralized Landlord Engagement Infrastructure	Currently RH Builders operates a small, centralized landlord engagement program to cultivate private market rental units for homeless households. The FMCoC is wanting to expand this model but does not have funding to do so.	Funds will support the expansion of the existing landlord engagement program. Funds will support program operations, flex funds, housing lease costs, move in supplies, shared housing incentives, and damage/mitigation funds. The program will initially target the lease us of the HUD Emergency Housing Voucher program. The program will also ensure connection to ECM and CS Housing Tenancy and Sustaining Services for housing stabilization.	\$420,000	RH Builders	10/1/22-10/31/23	3.5, 3.6	Provider/ Partner Infrastructure

Investment Activity	Gap or Need Addressed	Description (2 – 3 sentences for each activity)	Dollar Amount or Range	Recipient(s) or Recipient Type(s)	Timeline	HHIP Measure(s) Impacted	Domain Targeted
7. Internal Infrastructure to Engage Community Partners and Support Internal Housing and Homelessness Strategies and Operations	HHIP represents an incredible opportunity as well as a significant undertaking to truly engage community partners and implement local strategies to address homelessness among our members. While Anthem developed a housing and homelessness strategy in 2018 and has implemented various housing pilots to support learnings for CalAIM, it is not staffed appropriately to take on a new MCP role as a critical local partner in addressing homelessness.	Funds will support Anthem to increase capacity with housing/homeless strategy staff and/or with consultants that will engage with local communities on addressing homelessness. Funds will also support internal operations to manage HHIP activities and reporting.	\$81,120	Anthem Blue Cross	10/1/22-10/31/23	1.1, 1.2, 1.3, 1.5, 1.7, 2.3, 3.1, 3.2	MCP Infrastructure

## PART II: RISK ANALYSIS

### Description of Anticipated Contingencies (500 - 1000 word limit)

To achieve the HHIP goals and broader MCP goals of preventing and ending homelessness in Fresno County, Anthem anticipates the following challenges:

- Certain measures, specifically measures related to data sharing, will take extensive discussions, significant funding, and a long timeframe to accomplish. Most likely not within the HHIP timeframes. There are some data sharing strategies that can most likely be accomplished but the long-term vision will take resources and time.
- The FMCoC lacks a centralized lead agency for the CoC. Many of the CoC activities such as HMIS, CES, and others are dispersed among various organizations. For the MCP's this may present a challenge as it will require strong coordination amongst CoC partners. Equally, there are no specific dedicated staff to the CoC at this time. Many of the leadership roles of the CoC are done by volunteers. Engagement with MCP's while extremely important poses a challenge for CoC's to take on in the near-term and be sustained over the long-term. Many of the HHIP metrics related to data sharing/HMIS, CES, and equity strategies will require significant bandwidth from the FMCoC to accomplish.
- Currently there are no street medicine programs operating in Fresno County. Developing a contract with street medicine providers by December 2022 to launch new services will be challenging. Additionally DHCS has not provided final guidance on a street medicine approach for MCP's.
- Anthem is challenged by internal bandwidth to meet the expectations of HHIP and truly engage with the homeless system of care. Anthem views HHIP as a significant opportunity to build partnerships to address homelessness among members, but will need to enhance internal housing/homelessness infrastructure to meet the opportunity.
- Majority of HHIP funds do not come until the end of the program after all metrics reported, making it challenging to really use the HHIP funds to impact measures. The investments outlined in the Investment Plan are contingent on meeting metrics which require collaboration with external housing and homeless system partners.
- Like the rest of the state, Fresno County does not have enough housing that is affordable making it challenging to achieve the measure related to housing placements and retention.

While the above outlines specific challenges, the following identifies steps Anthem intends to take with the Investment Plan and HHIP activities to address those challenges and which aspects above might be affected by those challenges:

- Make investments in the FMCoC to support enhanced CoC infrastructure to engage with Anthem, meet HHIP metrics, and align with community strategies. Develop HHIP project plan with the FMCoC to ensure agreed upon activities. However, increasing staff bandwidth and understanding of MCP and efforts (ie CalAIM) may take time which is limited given HHIP measurement periods.
- Make investments in street medicine infrastructure and direct street medicine services. Begin collecting data on members

receiving street medicine services to understand impact.

- Make investments in strategic housing activities such as expanded street outreach/navigation, the centralized landlord engagement program, and shared housing capacity building to support members accessing permanent housing and retaining housing.
- Make investments in Anthem staff capacity to engage with community partners to ensure HHIP metrics are met to be able to receive incentive funds to reinvest in community gaps and needs.
- Anthem intends to use resources targeted to people experiencing homelessness under CalAIM, specifically Enhanced Care Management (ECM) and Community Supports housing services, to align with and leverage new community housing investments. While Anthem is limited in using funds to address actual housing resources, we intend to work with the community to determine ways to partner on the use of services in CalAIM to create more housing with supportive services.

## **PART III: CoC LETTER OF SUPPORT**

See CoC letter of support in Appendix.

## **Part IV: Attestation**

See signed attestation as appendix.





## FRESNO MADERA CONTINUUM OF CARE

September 19, 2022

To: California Department of Health Care Services

Re: Housing and Homelessness Incentive Program (HHIP) Investment Plan Letter of Support

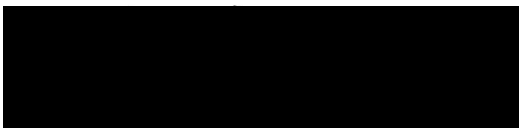
The Fresno Madera Continuum of Care (FMCoC) is pleased to provide this letter in support of the California Department of Health Care Services (DHCS) Housing and Homelessness Incentive Program Investment Plans submitted by Anthem Blue Cross and CalViva Health for Fresno and Madera Counties.

Anthem Blue Cross and CalViva Health have actively engaged the FMCoC by participating in general membership meetings, leadership meeting and action camps with the goal of working in partnership to develop strategies to reduce homelessness among their members.

The FMCoC has had the opportunity to engage and work in partnership with Anthem Blue Cross and CalViva Health, collaborate on the HHIP Investment Plan, and review the plan prior to the Medi-Cal managed care plan (MCP) submission. The FMCoC understands that the IP reflects a non-binding general direction for investments the MCPs are willing to initially make to meet DHCS' HHIP program metrics independent of how the MCPs plan to invest HHIP incentive funds once earned. The FMCoC also understands that the MCPs' HHIP investments are contingent on the MCPs meeting HHIP measures over the two-year HHIP program. To this end the FMCoC is committed to collaborating with the MCPs as they engage locally to meet HHIP program metrics.

If you have any questions, please contact me at [lhaga@fresnocountyca.gov](mailto:lhaga@fresnocountyca.gov) or via phone at (559) 600-2335. Thank you.

Sincerely,



Laura Moreno, Chair  
Fresno Madera Continuum of Care

## Medi-Cal Managed Care

### Housing and Homelessness Incentive Program (HHIP) Investment Plan (IP)

Certification (to be completed by Health Plan CEO/CFO/COO/Authorized Executive)

Health Plan:

Blue Cross of California Partnership Plan, Inc.

County:

Alameda, Alpine, Amador, Butte, Calaveras, Colusa, Contra Costa, El Dorado, Fresno, Glenn, Inyo, Kings, Madera, Mariposa, Mono, Nevada, Placer, Plumas, Sacramento, San Benito, San Francisco, Santa Clara, Sierra, Sutter, Tehama, Tulare, Tuloumne and Yuba.

I certify that, to the best of my knowledge, the IP provides a true representation of the MCP's expected investment plan and strategy for achieving program measures and targets.

As a CEO, CFO, COO, or Executive duly authorized to sign on behalf of the Health Plan listed above, I am authorized or designated to make this Certification, and declare that I understand that the making of false statements or the filing of a false or fraudulent claim is punishable under state and federal law.

By:

Les Ybarra

Print name

September 26, 2022

Date

Signature

President Medicaid - CA

Title